

PROCEEDINGS OF THE BROWN COUNTY HUMAN SERVICES BOARD

Pursuant to Section 19.84 Wis. Stats, a regular meeting of the **Brown County Human Services Board** was held on Thursday, March 14, 2013 in Board Room A of the Sophie Beaumont Building – 111 North Jefferson Street, Green Bay, WI

Present: Chairman Tom Lund
Craig Huxford, Helen Smits, Bill Clancy, Paula Laundrie, John Van Dyck,
Carole Andrews

Excused: Susan Hyland, JoAnn Grashberger

Also

Present: Brian Shoup, Executive Director
Tim Schmitt, Finance Manager
Jenny Hoffman, Economic Support Administrator
Chelsey Groessl, Economic Support Supervisor

1. **Call Meeting to Order:**
The meeting was called to order by Chair Tom Lund at 5:15 pm.
2. **Approve/Modify Agenda:**
ANDREWS/SMITS moved to approve the agenda.
The motion was passed unanimously.
3. **Approve Minutes of February 14, 2013 Human Services Board Meeting:**
HUXFORD/VAN DYCK moved to approve the minutes dated February 14, 2013.
The motion was passed unanimously.
4. **Executive Director's Report**

Brian Shoup, Executive Director, gave his director's report.

Update on Family Care

- Shoup stated that as reported previously, Family Care expansion was not in the governor's budget. As a result of discussions with some legislators, specifically Representative John Nygren, co-chair of the Joint Finance Committee, Brown County and the six other counties in the region were trying to put through a Plan B.
- One of the premises of Family Care is that it becomes an entitlement program where the wait list is eliminated. For consumers (those who are frail elderly or physically or developmentally disabled), they would then have immediate access to care. If you are still in legacy waiver, the services you receive are quite similar but are dependent upon funding and slots available.

- As the governor has decided not to expand family care, this has become a political issue. Advocacy groups are saying that access to long term care services depends on where you live in Wisconsin. Shoup stated that Rep. John Nygren said to us that he was open to a Plan B to get us through for a few years. Rep. Nygren stated that the Joint Finance Committee might be open to giving us additional dollars to get the waitlist down to zero. This would allow for quicker access to long term care services.

Supervisor Bill Clancy entered at 5:19 p.m.

- Shoup called a meeting with the other six counties in the Family Care district. The directors outlined a Plan B that would rest on several foundations:
 1. Request funding from the legislature to eliminate wait lists.
 2. Encourage greater use of natural supports from the family and promote IRIS (a self-managed long term care program where instead of a client having a case manager, he/she or a family member would perform that work). There is evidence that the IRIS program is cheaper than legacy waiver.
 3. Form a consortium (not as formal as the ES consortium) with uniform practices, including a fee schedule for vendors based on acuity levels.

Paula Landrie entered at 5:25 p.m.

- Shoup reported he'd recently met with Rep. Nygren and also with with Department of Health Services Secretary Kitty Rhoades and presented this concept and they were interested. As of today, two of the counties are no longer sure they want to participate in Plan B since their boards are expressing concern. They state their first choice is Family Care and want to lobby for that. We have affirmed that it is our first choice to but the reason for a Plan B is that we want to be ready if legislature will not put in the funding for expansion.

Q: Citizen Board Member Huxford asked if there was a big difference between added Medicaid money and actual Family Care.

A: Shoup stated that we're in the process of putting the figures together. Ultimately, the goal is to ensure the sustainability of Family Care.

Q: Citizen Board Member Landrie stated she knows people who work in area group homes and she has been hearing comments that Family Care will shut them down. Landrie asked if that was true.

A: Shoup stated that what Family Care does is create managed care organizations (MCOs) and they use a business model to control costs. This model rests on capitation as the state gives the MCO a specific rate per client per month. This incentivizes an MCO to develop creative, cost-effective ways to serve these clients. This creates a market economy and if you are a provider that wants to contract with an MCO, you have to be concerned about rates as the capitation pressures is passed onto you as well. A small provider who is not operating

efficiently will not be able to survive on the rates and might have to look at merging with a larger organization.

- Q: Citizen Board Member Laundrie stated that she knows a client from Outagamie County who has lost a lot of funding with the county going into Family Care.
- A: Shoup stated that it would be the Family Care MCO, not Outagamie County that provides the funding. Under Family Care, a county's responsibility is limited to maintaining a maintenance of effort in the form of a levy contribution to the state.
- Q: County Board Supervisor Van Dyck asked how Brown County ended up in the 17 counties that do not have Family Care.
- A: Citizen Board Member Andrews answered that the state decided who was going to go in what order and the Northeast region happened to be one of the last. She got appointed to the planning group in 2008. They could have formed a consortium but with a Family Care designation/MCO, we are shielded from the expensive emergency clients we do not know are out there. Andrews stated that the governor was told by the federal government that Wisconsin cannot have two systems running in the state and she believes that the state is not in compliance. Shoup stated that Andrews may be using the term "consortium" in a context different from our economic support consortium. He said that the original planning efforts occurred before he became executive director. It was his understanding that the seven Northeast region counties had thought they could form their own district or consortium. That turned out to be prohibited by the enabling statutes. The consortium Shoup is referring to in the proposed Plan B would simply involve executing a memorandum of understanding stating that we would work together and collaborate.
- Q: Citizen Board Member Andrews stated at the last Family Care board meeting, Andy Phillips (Wisconsin Counties Association attorney) announced that they are looking at changes of the law to relieve us of any emergency obligations.
- A: Shoup stated there is talk about various strategies and he has discussed Plan B with Rolf Hanson/CEO and Mark Miller. The concern in the legislature relates to the demographic of the baby boomer retirements and the entitlement aspect to Family Care. Chairman Lund added that as life expectancy has gone up, social security and long term care services weren't intended to last for 30 years.
- Q: Citizen Board Member Andrews always understood that IRIS and Family Care went together and stated it is strange that they are pushing IRIS and not Family Care since Family Care is less expensive.
- A: Shoup stated that historically, IRIS has been less expensive than legacy waivers. Opportunities are being looked at as to how Family Care can evolve. Is it possible to come up with a hybrid of IRIS or look at the current waiver model with no brokers but have consultants instead to help individuals manage costs on their own. Shoup stated that Rolf Hanson looking at some of those concepts and is favorably disposed to them. Chairman Lund stated that everyone should have equal protection under the law and with some being on waiting lists and some not, it's not equal.
- Q: County Board Supervisor Van Dyck asked that from the county perspective, should we on behalf of the citizens have an obligation to sue the state. We are being deprived of a service the rest of the state receives.

- A: Shoup stated that he would caution against Brown County joining such a law suit. Such a claim could damage our relationship with state government as we have a whole lot vested with the state that goes beyond long term care. We rely a lot on state aids and have a very extensive regulatory environment we operate in that we would want as favorable as possible. Chairman Lund added it would be more beneficial for advocacy groups to get a judgment from the state.
- Shoup stated the timing of when Family Care rolls out is not as critical as whether we are doing business with an MCO that is represented by someone we hired (i.e. Rolf Hanson) and that we have the years of planning and a working relationship we trust. It would not be beneficial to start all over from scratch with a new MCO.

Retirement of Hospital & Nursing Home Administrator

- Mary Johnson is retiring on April 30th. The recruitment is not going to be easy. We need to recruit someone with a nursing home license or is a candidate for the license. We need someone with psychiatric experience since they will be in charge of the hospital. The biggest challenge is whether we can come up with a compensation package for the level of talent we need. We also have two supervisory vacancies in our clinic.

VAN DYCK/LAUNDRIE moved to receive and place on file.
Motion was carried unanimously.

5. Policy Development Issue: Outreach & Integration Improvement for the Energy Assistance Program

- Jennifer Hoffman introduced Chelsey Groessl as the newest supervisor, taking over the energy assistance program. Chelsey has been in Economic Support for 14 years. We took the program over January 1st and she has both been learning the supervisory role and the brand new program. The program has been a success thus far under Chelsey's leadership.
- Powerpoint packets were handed out to the board members. Hoffman went over the history of the program. The State Department of Administration, Division of Energy Services contracts with counties to run WHEAP (Wisconsin Home Energy Assistance Program). We have the option to contract out or run in-house. She stated that we identified issues with our vendor, Integrated Community Solutions, in the middle of 2012 and worked with them to correct the issues. The decision was made to bring the program back to Economic Support. One of the positive outcomes has been cost saving measures as we have reduced administrative costs and overhead and we provide better oversight of day to day operations. The coordination of both the Energy Assistance Programs and other Economic Support Programs decreases duplication of services and increases access for the populations we serve. Fraud prevention and detection efforts are maximized by having all programs under one roof. We have improved access and service and have changed methods to make it easier for consumers. The more people we can serve, the better off the community is.
- Groessl discussed crisis assistance and stated a household may be eligible if they have no heat, have received a disconnect notice from the heating vendor or are nearly out of fuel and do not have the money to purchase more. Crisis assistance is available through local WHEAP agencies that provide a 24-hour crisis phone

number to help with emergencies that occur after business hours. There are also non-emergency or proactive crisis services that include providing information on how to reduce fuel costs, counseling on budgeting and money management, providing payments to a fuel supplier and co-pay agreements.

- WHEAP emergency furnace assistance can provide services to eligible homeowners if the furnace or boiler stops operation during the heating season. Furnace assistance includes payment for repairs or in some situations your residence may qualify for a total replacement of a non-operating furnace or boiler.
- Groessl stated that individuals can apply via telephone interviews, face-to-face or through paper applications.

Q: County Board Supervisor Van Dyck asked how we help those in the rural community who use propane or oil and need assistance.

A: Groessl stated we would assist on a crisis situation. There is a slight disadvantage to those in rural settings but we would still respond the same day. We can definitely look at providing assistance on a proactive basis for bulk fuel.

- Groessl went over our energy assistance population. She stated that compared to the federal poverty level, this program has higher income limits compared to the other programs we determine eligibility for. Our target populations include the elderly, the disabled and households with minor children.
- Hoffman went over the statistics as we are under performance metrics and need to stay under 5% of the statewide average. Year to date, we have served 409 more cases during the same time frame as last year. The county was underserved in the previous years compared to other similar sized counties. Our ES staff have processed 1539 applications since the first of the year.

Chairman Lund stated it is much easier for individuals to apply for services all in one place than going to ICS. Shoup added that we do a much better job protecting program integrity with our fraud initiative.

Q: Citizen Board Member Laundrie asked why we took over the operation of the program from ICS.

A: Shoup stated that Hoffman along with Jill Rowland, Contracts Manager, found some concerns when reviewing the audit reports of ICS. The Department of Administration, which funds the Energy program statewide, encouraged us to consider operating the program directly.

- Groessl stated that some of the improvements made are that we have made it easier for people to apply and receive services. Right now we are booking appointments only two weeks out. There have been no complaints from the state and we have had compliments from many agencies in the community. We are working on increasing outreach our span out of just the downtown area.

Q: County Board Supervisor Van Dyck would like to encourage us to somehow reach out to rural communities as there are a lot of elderly people that are eligible but don't ask for assistance.

A: Groessl stated we have opened the door to improve outreach by offering more than just face to face contact. If there are any recommendations or contact suggestions, we would love to expand our outreach.

County Board Supervisor Clancy stated that he knows of a lady who moved to Outagamie County to get services they provided that Brown County couldn't provide. Chairman Lund suggested having town clerks get the word out about our program. Citizen Board Member Andrews suggested getting in touch with churches. Citizen Board Member Laundrie stated it is a very good idea to continue doing presentations to the public about our service.

- Hoffman stated that Wisconsin Public Services does a lot of outreach for us using auto-dialers and postcard mailings. Chairman Lund added that it is to their advantage since they would want to get paid.
- Groessl stated we have gained efficiencies in that we are now a one stop shop for providing assistance for many programs. We have been utilizing our existing resources within the ES unit including reception/clerical and fraud staff. We also have many verification resources/databases that we have been able to use.
- Looking at strategic planning, Groessl stated that they have been preparing and planning for the April 15th moratorium. The more people we can serve during the season, the less likely for a line of people waiting for crisis services.
- Hoffman stated that during the transition of us taking over, we knew we would have new staff and be under performance metrics and were worried if consumers would find us. Normally numbers drop with this kind of change but we are serving more consumers than last year.

Q: Citizen Board Member Laundrie asked if we utilize volunteers to help with the program.

A: Hoffman stated there is an extensive training for energy staff and at this time, we are not utilizing volunteers.

LAUNDRIE/ANDREWS moved to receive and place on file
Motion was carried unanimously.

6. Update on Barbara Bauer Award.

- Shoup stated he will be making a nomination of a candidate which he will submit next month. If it pleases the chair, Shoup would like the vote to go into closed session. We do not anticipate any further nominations.

ANDREWS/HUXFORD moved to receive update and place on file.
Motion was carried unanimously.

7. Financial Report

- Schmitt reported they are putting the final touches on 2012. For Community Programs, he is projecting a surplus of \$2 million dollars due to savings in personnel and purchased services. For the Community Treatment Center, we are showing a deficit of \$613,000 of which most of is depreciation. We are seeing the effects of our initiatives over the year.

VAN DYCK/SMITS moved to receive and place on file.
Motion was carried unanimously.

8. Statistical Reports:

Please refer to the packet which includes this information.

9. Approval for New Non-Continuous Vendor:

Please refer to the packet which includes this information.

10. Other Matters:

Q: County Board Supervisor Clancy asked if we are adequately compensating our staff and if there is anything we need to be doing. Salaries seem to be the reason people are leaving.

A: Chairman Lund stated that Human Resources is arranging a class and comp study and it will be up to the board to make a determination. Shoup stated that although he is not speaking about his position, he is concerned that his management staff have been frozen from step advancement since 2002 except for a \$500 adjustment a few years back. Shoup added we have a huge compression issue with the average difference between a manager and supervisor being about \$2,000. In some cases line employees are paid close to or at higher rates than their supervisors. Few line staff are interested in advancing into management positions. Shoup cited Jenny Hoffman, our Economic Support Administrator, who manages 50 employees and leads the five-county Bay Lake Consortium and makes significantly less salary than lower-tiered supervisors in much smaller counties such as Shawano and Door. He said that Ms. Hoffman is one among a number of highly talented managers that Brown County cannot afford to lose. He said that Human Services continues to lose management staff to other counties and that recruiting good candidates for management positions is becoming increasingly difficult because our salary structure is generally not competitive.

County Board Supervisor Van Dyck stated that as a board and community, we have some hard decisions to make. In order to correct the discrepancies, we need to fix on both ends. Individuals who should be making \$11.00 but are at \$18.00 need to be looked at as well. Chairman Lund added that we need to be able to pay for the criteria required for management positions. He also stated that when people work for you a long time, they will probably stay if you give them hope. Slowly increasing their wage allows you to be proactive without going overboard.

- Shoup stated that for the last two years, Human Services was asked to help balance the county budget. For 2012, it achieved a reduction in levy of 1.8 million dollars, followed by another reduction in levy in its 2013 budget of 1.1 million dollars. He stated that this was accomplished through the talent of his management team. He said that the best part was that these managers did this by focusing on best practices for the clients, particularly children and their families. Why would we want to lose that kind of talent?

Q: Citizen Board Member Laundrie commented that perhaps we could consider hiring some individuals that do not need benefits, and we could hire for half the cost. Supervisor Van Dyck stated that if a person works over a certain number of hours, we are required to offer retirement.

Q: County Board Supervisor Clancy asked if Rolf (Hanson, CEO of Family Care) will be continuing running his agency.

A: Chairman Lund stated the planning grant is going to be renewed. Shoup stated that he hopes it will be sustained for the biennium and has reason to believe the district will be maintained.

Next Meeting: Thursday, April 11, 2013
5:15 p.m. – Sophie Beaumont Building, Board Room A

11. Adjourn Business Meeting:

CLANCY/HUXFORD moved to adjourn; motion passed unanimously. Chairman Lund adjourned the meeting at 6:55 p.m.

Respectfully Submitted,

Kara Navin
Recording Secretary